

Housing Management Bulletin

7, No. 2 JOINT REFERENCE

MANAGEMENT DIVISION
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

March 30, 1944

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FIFTH ANNUAL MEETING OF THE MANAGEMENT DIVISION

The 1944 Annual Meeting of the Management Division on May 5 at the Stevens Hotel in Chicago has been planned to give concentrated attention to two of the most challenging aspects of the housing management job: (1) how to set up standards of efficient management performance and then how to measure performance against those standards; (2) the necessity of getting the tenants' point of view into management and how to accomplish that objective.

Consideration of these subjects will be the business of concurrent sessions during the morning, as follows:

Session 1 — Measuring Performance

- (a) Local Management Organization -- the key to exceptional performance
- (b) Techniques of Measurement -- the tools for the job
- (c) Training for Professional Performance

Session 2 — The People Who Live in Housing Tenant Evaluation of Management

- (a) Tenant Needs -- research reveals the answers, a report on the John B. Pierce Foundation studies
- (b) Tenant Organizations -- their utility in reflecting tenant evaluation of management
- (c) A Tenant Looks at Management

Afternoon of May 5

The luncheon hour for Friday May 5 is being left open for Management Division committee meetings. Following the luncheon period, a general session has been scheduled -- the session that has been featured at every Annual Meeting since the Division was organized in 1940: The Managers' Grab Bag. This year's session is to be opened by five-minute reports from the Chairmen of five of the Division's 1943-44 Committees: the Committee on Operating Techniques, J. Gilbert Scheib, Chairman; the Committee on Management Aspects of Design,



Walter E. Kroening, Chairman; the Committee on Management of War Housing, Lawrence M. Cox, Chairman; the Committee on Rent Policy, George Schermer, Chairman; and the Committee on Budget Standards, Raymond E. Nelson, Chairman. After these reports, the meeting is to be open to questions and discussion from the floor, with the Committee Chairmen answering questions and leading discussions that are related to the subjects of the Committees' work, believed to be representative of most of the current operating problems of housing managers.

At this session it will be possible for members to introduce for discussion questions on any problems that have seemed particularly difficult of solution during the past year — also statements of experiences that might seem valuable to other management officials throughout the country.

Business Meeting

At the close of the Grab Bag session, the Division's annual business meeting will convene to elect 1944-45 officers and new Executive Council members and to consider possible new business on the recommendation of the present Council. The officers to be elected include a Chairman, to serve for one year, and three members of the Council: two to serve for three years, replacing Mrs. May Lumsden and Mr. John MacGathan (whose one-year terms expire at the time of the meeting) and one to serve for one year, replacing Mr. Ervin W. Blum (who was appointed late last year to serve until the time of the annual meeting, taking the place of Mr. Finley Vinson, who resigned during 1943 in the middle of a two-year unexpired term). The three present members of the Council who will continue for the 1944-45 year are Messrs. Raymond Nelson and Paul Stannard, whose terms expire in 1946, and Franklin Thorne, whose term expires at the time of the 1945 meeting.

WHAT IS A LEADER?

In a session on volunteer leadership and training at a Regional Project Services Institute last November sponsored by the Pennsylvania State College for FPHA's Region II, the following qualifications of a good leader were cited:

- 1 - He has the respect and confidence of others.
- 2 - He has energy and organizing ability
- 3 - He is sincerely interested in his work
- 4 - He has emotional stability and self control
- 5 - He can develop team work
- 6 - He knows certain skills
- 7 - He has technical knowledge of play activities
- 8 - He understands human behavior
- 9 - He has an elementary knowledge of many crafts
- 10 - He is able to conduct festivals and special programs which arouse community interest and are feeders for other activities.

Why They May Fail

The reasons leaders fail were also listed:

- 1 - Lack of planning
- 2 - Lack of skills and knowledge
- 3 - Resentment of criticism

VICTORY GARDENS

John P. Kane, Acting Assistant Director for Project Management of FPHA's Region II, outlines a cooperative plan for tenants' victory gardens that worked successfully in 1943:

- 1 - Manager obtains use of tillable land near project and divides into plots.
- 2 - Tenants draw for plots to obviate complaints on choice of sites.
- 3 - All gardeners contribute small sum toward original plowing and fertilizing of entire site.
- 4 - Seeds are mass-purchased.

PEORIA HOUSING AUTHORITY APPLICATION FOR CONTINUED OCCUPANCY		Past Year		Coming Year	
HEAD OF FAMILY		Race			
Citizenship: Native? Naturalized? Form signed?					
FAMILY COMPOSITION:					
No.	Name	Relation	Sex	Age	Occupation and Status
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
Is baby expected? When? Household soon? Name?			Is anyone to leave your Explain		
EMPLOYMENT AND INCOME: (List all persons employed during past 12 months) Give details on back.					
No.	Name and Address of Employer	From	To	Hrs. Per Week	Rate of Pay
				\$ PER	\$
				\$ PER	\$
				\$ PER	\$
				\$ PER	\$
				\$ PER	\$
				\$ PER	\$
Do you have any other income? Give details on back.					
SOURCE (If none write "none")	Amount	Past Year	Coming Year	Total Earnings	\$
Pension	\$ per	\$	\$	Other Income	\$
Relief	\$ per	\$	\$	Total Income	\$
Government Allotment	\$ per	\$	\$	Total Deduction	\$
Alimony	\$ per	\$	\$	Total Net Income	\$
Other	\$ per	\$	\$	Basis of computing estimated income:	
Tips (Average)	\$ per	\$	\$		
Commission (Average)	\$ per	\$	\$		
Meals: Number eaten at place of work each week @	\$ per	\$	\$		
		\$	\$		
ALLOWABLE DEDUCTIONS: Give details on back. If none write "none"					
SOURCE	Amount	Past Year	Coming Year		
Social Security	\$ per	\$	\$	NUMBER BEDROOMS REQUIRED	
Union Dues	\$ per	\$	\$	ELIGIBLE FOR CONT. OCCUPANCY?	
Compulsory Insurance	\$ per	\$	\$	I hereby certify that the above facts are true and correct to the best of my knowledge.	
Occupational Expense	\$ per	\$	\$	Signed _____ Date _____	
Other	\$ per	\$	\$	Approved _____ Manager _____ Date _____	
		\$	\$	Approved for the Peoria Housing Authority:	
		\$	\$	By _____ Executive Director _____ Date _____	
The above information is true and correct to the best of my knowledge. I have no objection to inquiries being made to verify these facts.					
Signed	Date				
Witnessed by _____					
No lease will be continued with any tenant who wilfully misrepresents any material fact relative to family income or family composition. (See reverse side for additional data or remarks.)					

TIME-SAVING APPLICATION FOR CONTINUED OCCUPANCY

Mr. Elmer Jolly, Executive Director of the Peoria Housing Authority, has submitted the above form (which is reduced to one-half its normal size) with the statement: "We have spent considerable time in revising our Application for Continued Occupancy in order to get all the information, including the summary, on one sheet. This has been accomplished in what we feel is reasonably good form and will save considerable time on each application---perhaps, as much as ten or fifteen minutes."

The reverse of the above sheet is for additional data and is divided into six-line sections, each section under a heading which corresponds to the captions or divisions on the front of the form (family composition, employment,

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 other income, deductions) plus a section for general remarks. The left side of the above form is filled out by the interviewer; the summary entries, on the right, by the management to determine: eligibility for continued occupancy and the rent to be set. Each tenant is asked to come to the management office at a specified time for interview and is sent a mimeographed form similar to the printed one reproduced above (except that the summary section is not included), which he is asked to complete at home.

THE MASTHEAD

Pictured in the masthead is a scene in the well-baby clinic at Clarence Perkins Homes in Baltimore. The clinic was opened in May 1942 by the Baltimore City Health Department with 20 babies registered. Today the registration is 209, the majority from tenant families, although the service is open to the adjacent neighborhood.

Four similar clinics are now open in other housing communities of the Housing Authority of Baltimore City and two more are to open shortly. The Authority leases the clinic space to the Health Department on a minimum cost basis only sufficient to pay for utilities and services.

The clinics are open for about three hours twice a week, with a physician and public health nurse in attendance. Each child is given a complete physical examination at registration. Children up to a year old are examined every two months and, from the ages of two to six, every six months. A complete exam is given each year. The physician advises with parents as to diet, clothing, habits, and necessary corrective operations by a private physician or a hospital service. Each child is vaccinated and given diphtheria toxoid at six months of age.

WAR HOUSING MANAGEMENT POLICIES

by E. E. Burkhard, Area Housing Manager
 Federal Public Housing Authority, Wichita, Kansas

For the successful management of a war housing project (any housing project) certain definite policies are essential -- policies limited to fundamentals, concisely expressed. Not many or more policies, many or more rules and regulations, but fewer and fewer and these strictly adhered to and universally observed. These rules should cover: (a) general administration; (b) employee relations; (c) tenant relations; (d) public relations; (e) a maintenance program.

Management of the Wichita, Kansas, war housing area is based on this principle. Here we have three projects -- (1) a city: Planeview, 4,382 dwelling-units, with a population of 20,000; (2) a town: Hilltop Manor, 1,118 dwelling-units, with a population of 5,000; (3) a village: Beechwood, 500 dwelling-units, with a population of 2,000 -- all subject to one overall government. Each has its own administration building, community buildings, maintenance shops, and stores. At Planeview there is a theatre, bowling alley, cafeteria, post office, three grade schools, and one high school. Planeview and Beechwood lie outside the city limits in the County of Sedgwick; Hilltop Manor lies within the city limits and receives many of its services from the city.

General Administration

Management is nothing more than putting and keeping in order persons, things, and figures. If one cannot manage himself, his desk, an office, a piece of equipment, or a shop, how can one hope to manage a project -- or participate in its management? Our staff is indoctrinated with this philosophy. In our policy of general administration we try to set the example in office arrangements, in work flow, and in desk management. Individual work loads are callipered to minimize periods of inactivity and, conversely, periods of surplusage. Raising work standards quantitatively, by pressure, invariably reduces quality. Interval desk audits are the control. Effort is also made to set an example of proper leadership. Too many persons raised to executive positions, even though possessed of native qualities of leadership, become imbued with the idea that executives are people selected to criticize and discipline others. Actually, executives should advise, assist, counsel, encourage, and inspire those whom they supervise. Other persons, although possessed of innate initiative when advanced to supervisory positions, become over-cautious and fearful of erring -- consequently fall into the same faults that Bacon found with old men -- that they consult too long; adventure too little.

Employee Relations

A universal plaint among workers is that they have too many "bosses." Every person in our organization understands that they have been selected by, are responsible to, and need accept orders from no other than their immediate

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supervisor. Grievances, real or imaginary, may be laid before a committee, the chairman of which is the deputy area housing manager, the members being selected from among the staff by ballot.

Personnel Policies — Appointments, transfers, promotions, demotions, and separations must be cleared through the personnel officer who reports to the deputy area housing manager. Vacancies are filled from civil service registers. Experience has shown that when supervisors are permitted to employ friends or acquaintances, cliques result, with real detriment to organization morale. Promotions are made from within, insuring advancement for merit.

Caution is exercised to assure recruitment among only those mentally and physically — even spiritually — qualified for the positions they are to fill. If, after qualifying, and after a reasonable period of probation, anyone remains inadequate or inefficient, it is assumed such an employee has either not been trained properly or not trained at all, and appropriate arrangements are made to remedy the omission.

The oath of office is taken seriously and is given by the area housing manager. At the time of oath, all the rights and duties of a federal employee are explained.

Staff Meetings — Staff meetings are held at not too frequent intervals:

Weekly — by the area housing manager with resident managers; by resident managers with their supervisors.

Bi-weekly — by the area housing manager with the chiefs of the central office units; by the resident managers with their entire staffs.

Monthly — a general staff meeting in the office of the area housing manager, attended by resident managers and by central office and sub-unit chiefs.

This schedule applies to management and maintenance divisions, members of the latter being invited to management meetings and vice versa. Agenda are prepared in advance for all except general staff meetings. Discussion is candid and free, but limited in time. Those least and worst informed (so psychologists tell us) all too frequently are the most loquacious and positive.

Social Functions — **Staff Morale** — Too many organized social activities breed dissensions. Our idea is that an employee's work life, home life, and social life had best be kept separate and apart. However, congenial relationships are encouraged. Staff meetings are held prior to noon and, upon adjournment, groups lunch together. During the summer, occasional picnics are held and during the winter, occasional holiday parties are arranged. Athletic teams are now in the process of being organized. Group hospitalization is explained to all new recruits and they are encouraged to participate. War bond, Red Cross, Community Chest, and other drives are all conducted by a

WE PRESENT...



EXECUTIVE
COUNCILMAN
E. W.
BLUM

Mr. Blum, in case you have never seen him at an Annual Meeting in his ten-gallon hat and high-heeled boots, is a Texan — born, raised, educated, and now resident there. He was appointed to the Executive Council last November to serve until the 1944 Annual Meeting of the Division in the place of Mr. Finley Vinson, now in the United States Navy. The appointment carried him over from another important NAHO job which expired that same month, the presidency of the Southwest Regional Council. He now serves the Regional Council as Vice-President and as Vice-Chairman of its Advisory Committee.

Mr. Blum is the Executive Director of the Housing Authority of the City of Houston, which now operates 2,515 units of low-rent and war housing. He has been with the Authority for two years, before that time having been the Superintendent of Public Services for the City of Houston. His earlier experience had been in real estate, banking, and automobile financing.

Mr. Blum's "housing philosophy" emphasizes the fact that housing projects should and must be integral parts of the community they serve. His thinking is reflected in the place the Houston Housing Authority has in the community — receiving regular professional assistance from the City Departments of Health, Recreation, and Sanitation and from the School Board, Visiting Nurses Association, Council of Social Agencies, Public Library, and numerous city and business officials.

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 Committee selected for each occasion from representatives of the respective units and division.

There is no denying that mechanics view "pencil pushers" and "paper shufflers" with varying degrees of contempt; and that clerical workers and junior executives unintentionally assume a patronizing air toward mechanics. These attitudes and prejudices are vigorously combatted. Management representatives attend maintenance meetings; maintenance representatives attend management meetings, as mentioned above. Both groups mingle at social affairs. Every one is kept informed as to operations. For instance, at the end of each quarter, maintenance groups are informed in detail as to the cost per dwelling per month of their respective responsibilities. Publications and printed matter containing articles pertinent to housing and property management are circulated among the entire staff, and interesting articles discussed at staff meetings.

Tenant Relations

Recently we have adopted the policy of substituting the appellation "residents" or "citizens" for "tenants." We are now using the latter designations in all speeches, talks, public discussions, and among ourselves. Already the reaction is marked and favorable. Leading citizens have told us how they were always reminded of "tenant farmers" when referred to as "tenants;" and everyone knows the latter are far from being a happy or successful group of people.

Other housing managers may be astonished that at Wichita there are no tenant handbooks. Resident managers welcome each new resident or, if time prevents their doing so, rental aides and project service advisers substitute for them. After signing their leases, new residents are given a handshake of welcome and told there are no rules and regulations to which they must conform other than that they be good citizens, considerate neighbors, neat housewives and prompt in their rent payments. They are informed, of course, that they are expected to abide by all the terms, conditions, and requirements of their leases, which are repeated to them. On every occasion possible they are made to understand that they are not wards of the government but citizens of the community and of the state -- from which they should consider themselves neither isolated nor insulated.

Managers and supervisors (maintenance included) attend resident council meetings and social affairs. Project service advisers stationed at community buildings encourage and assist in the organization of groups for social, educational, recreational, and religious purposes and assume responsibility for scheduling their meetings. They also act as liaison agents between resident groups and local civic, religious, and welfare organizations that sponsor and assist with resident activities. Tenant groups are all autonomous and self-supporting, even the non-sectarian churches. Management religiously refrains from intruding upon resident activities. All janitorial work at community buildings is performed by residents, with the exception of maintaining fires and cleaning hallways and windows. Management (FPHA) assumes the responsibility for adult recreation.

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MANAGEMENT DIVISION'S TRAINING INSTITUTE

April 15 is the deadline for filing applications to attend the Housing Management Training Institute at Western Reserve University in Cleveland scheduled from May 1 to June 17, 1944. The Institute is being sponsored by the Management Division's Committee on Housing Management Training in cooperation with the University. Enrollment is to be limited to a maximum of thirty-five persons and only those applicants whose background provides a satisfactory basis for the specialized instruction will be eligible. Application forms are obtainable from the University, where evaluation of qualifications for eligibility is to be made upon return of completed forms.

The seven weeks of the Institute are to be divided as follows: three weeks of classroom work; three weeks of closely supervised field work in housing developments; a final week devoted to the correlation and coordination of the two previous sets of experiences.

First in a Series

The Western Reserve Institute is anticipated to be the first in a series to be undertaken in various localities throughout the country. Atlanta University has announced one to open in June. Tentatively, it is expected that another such institute will be conducted in the near future at the University of Chicago. As pilot pre-employment training activities, they will be regarded as demonstrations of the wisdom of developing full-term courses as part of the permanent curricula of colleges and universities.

The success of the institutes is believed to be contingent on the quality of the applicants from whom trainees will be selected. Management Division members are urged to publicize and promote the institutes with this idea in mind.

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 ation; the school board (Federal Works Agency funds) assumes responsibility for recreation among children of school age, programs being submitted to resident recreation committees before being put into effect.

Inspections — Exterior and interior dwelling inspections are made by a specially trained group of area maintenance men, selected for their maturity and good manners. Additional exterior inspections are made by both the police and fire departments, the first to insure safety and good sanitation, the second for fire prevention. Reports of damages, slovenly housekeeping, insanitary or unsafe conditions, fire hazards, and misbehavior are made to project service advisers, who follow through with appropriate disciplinary and educational action. Educational programs are conducted, through the project service advisers, by the maintenance, police, and fire departments, with the object of keeping the projects attractive; eliminating fire, safety, and health hazards; and reducing maintenance expense. The police department has formed junior traffic patrols and is forming junior city governments, while the fire department has organized volunteer fire departments.

Public Relations

An open-door policy in an agency such as ours consumes a lot of time — even wastes time; sometimes irritates and aggravates the staff — but it pays handsome dividends in cordial resident, press, and public relations. No visitor is interrogated as to name or nature of his errand. Secretaries do not get outside persons on the telephone and let them squirm impatiently until the caller is ready to open the conversation. Courtesy and patience are insisted upon. No one should engage in public service — choose housing management as a vocation — who does not enjoy serving the public. If there must be a choice made, it is better to have a staff of pleasant but rather stupid people than one composed of clever but uncongenial persons.

The press, civic organizations and labor unions are accorded equal, honest but forthright treatment. Close and cordial relations are maintained with the personnel and labor departments of the industries whose employees are eligible for residence.

Press Relations — News concerning management is released simultaneously to the three newspapers which circulate on the projects and to the one radio station which broadcasts local news. Community news is gathered by the newspapers in the same manner as it is in the city proper. One of the papers issues a war housing edition twice weekly, the news for which is gathered by resident (paid) reporters on each of the three projects. Management has been very careful not to become involved in the publication of a newspaper sponsored by residents as a group or by individuals.

Commercial Tenants — Commercial tenants, of whom there are now twenty-nine, have so many problems in common with management that they are now being organized into a war housing merchants' association. This group will be auto-

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New Division Members

Baldridge, Charlotte J. — Manager, Mt. View Trailer Court, Housing Authority of the County of San Bernardino (California)
 Barnes, Mary E. — Junior Assistant Manager, Lakeview Terrace Housing Estate, Cleveland
 Block, Samuel P. — Executive Director, Housing Authority of the City of Compton (California)
 Brainer, D. F. — Executive Director, Madison County Housing Authority (Illinois)
 Buss, Harry F. — Assistant Executive Director, Housing Authority of the City of Vallejo (California)
 Chopard, Paul E. — Manager, Hawaii Housing Authority
 Coates, Helen H. — Assistant Manager, Vladeck Houses, New York City
 Copland, Eli — Housing Analyst, Region III, Federal Public Housing Authority, Washington, D.C.
 Corley, Frank D. — Executive Director, Housing Authority of the City of Little Rock (Arkansas)
 Coulter, C. L. — Manager, Housing Authority of the County of San Bernardino (California)
 Derks, Georgene W. — Manager, East Hooks Courts, Texarkana (Texas)
 Dolle, S. E. — Manager, Lincoln Park Homes, Columbus Metropolitan Housing Authority (Ohio)
 Edwards, Herbert M. — Supervisor of Dormitories, Housing Authority of the City of Seattle
 Grant, Archie C. — Executive Director, Housing Authority of the County of Clark (Nevada)
 Greene, Verna Parker — Assistant Manager, Laurel Homes and Lincoln Court Housing Project, Cincinnati
 Haberman, Maxine Y. — Senior Management Assistant, Brooklyn Acres, Cleveland
 Halbig, Helen A. — Project Services Adviser, Region VII, Federal Public Housing Authority, Kansas City (Missouri)
 Handlan, George G. — Manager, Federal Public Housing Authority, Geneva (New York)
 Heller, Dorothy — Chief, Tenant Services Division, Housing Authority of the City and County of San Francisco
 Johnstone, Earl K. — Manager, Normont Terrace, Los Angeles
 Kozik, Vitol — Principal Management Assistant, Valleyview Homes, Cleveland
 Lee, William — Senior Management Adviser, Region VIII, Federal Public Housing Authority, Fort Worth
 Maguire, Anna V. — Tenant Aide, Ambridge Trailer Project, Rochester (Pennsylvania)
 Mandel, H. Robert — Real Estate Management, New York City
 Mitchell, Fred B. — Housing Manager, Federal Public Housing Authority, Bauxite (Arkansas)
 Morgan, H. P. — Administrator, Wartime Housing Limited, Quebec (Canada)
 Moyle, Ernest J. — Senior Housing Management Adviser for Tennessee, Region IV, Federal Public Housing Authority, Atlanta
 Noell, Martha — Management Assistant, Lakeview Terrace, Cleveland
 Price, Harold M. — Assistant to Executive Director, General Projects Manager, Housing Authority of the County of San Bernardino (California)
 Quedens, Arthur E. — Dormitory Manager, East Port Orchard Housing Project, East Port Orchard (Washington)
 Reaume, Helen M. — Accountant, Housing Authority of the County of Riverside (California)
 Rosahn, Beatrice G. — Regional Leasing and Occupancy Adviser, Region I, Federal Public Housing Authority, New Britain (Connecticut)
 Rosien, Barbara — Assistant Secretary, Housing Authority of the City of Los Angeles

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Ryan, Helen Chandler - Project Services Adviser, Federal Public Housing Authority, Niagara Falls (New York)
 Servaites, Francis X. - Housing Manager, Willow Run Village, Ann Arbor (Michigan)
 Siple, Earl - staff, Housing Authority of the City of Los Angeles
 Sjostrom, F. L. H. - Manager, Lucy Mallary Village, Springfield (Massachusetts)
 Strand, Lucy H. - Executive Director, Decatur Housing Authority (Illinois)
 Stanley, Carl Y. - Senior Management Housing Adviser, Region X, Federal Public Housing Authority, San Francisco
 Stephan, George E. - Executive Director, Housing Authorities of the City of Paso Robles and the County of San Luis Obispo, Paso Robles (California)
 Taylor, Landy L. - Housing Manager, Carney Park Housing Project, Norfolk (Virginia)
 Tyler, Robert M. - Manager, Poindexter Village, Columbus (Ohio)
 Upham, Emily L. - Project Services Adviser, Federal Public Housing Authority, Wayne (Michigan)
 Van Giesen, Dunn - staff, Housing Authority of the City of Vallejo (California)
 Wagner, Elston R. - Chief, Project Services, Region V, Federal Public Housing Authority, Cleveland
 Ward, W. W. - Housing Manager, Hondo Navigation Village, Hondo (Texas)
 White, A. V. - Manager, South Town Project, Housing Authority of the Birmingham District, Birmingham (Alabama)

Subscription Members

Detroit Citizens' Housing and Planning Council
 Office for Emergency Management - Washington, D.C.
 McDowell, Charles J. - Silver Spring (Maryland)

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 nomous and self-supporting but will meet with resident managers at intervals to cope with common problems.

Maintenance Program

The life of a war housing project being unknown, no long-term maintenance program has been provided for. Our studies reveal that, because of the substitute and synthetic materials which have had to be used in the construction of war projects, we must operate as though we were maintaining a pre-war program that had attained the age of five to seven years. Property damage and structural defects are repaired promptly (for which tenants pay if due to their carelessness). It is considered that war projects were intended for the shelter, safety, and comfort of indispensable, in-migrant war workers. Maintenance is geared to achieve that purpose. Prettiness is secondary and anything which falls into the category of decoration is considered only when appearance is repulsive or if it will retard deterioration. Economy is the watchword.

An overhead electrical shop, a plumbing shop, and an interior electrical shop -- all three on wheels -- have expedited repairs, earned the commendation of residents, and reduced maintenance costs. A carpenter and shade shop, machine shop, and a garage fully equipped to make motor and body repairs, have made the projects independent of contract work and contributed to low maintenance costs -- which for Planview, for the first half of the current fiscal year, were \$2.25; for Hilltop Manor, \$2.04; for Beechwood, \$2.20.



SERVICE CARTS USED BY MAIDS IN VALLEJO DORMITORIES

Pictured above are carts designed by the Maintenance Department of the Housing Authority of the City of Vallejo (California). These carts are used in the janitorial and maid servicing of the Authority's 4500 dormitory units. The carts have a center partition for carrying clean linen and receptacles on either end for waste paper and dirty linen. Space is also provided for brooms, mops, and dusters.

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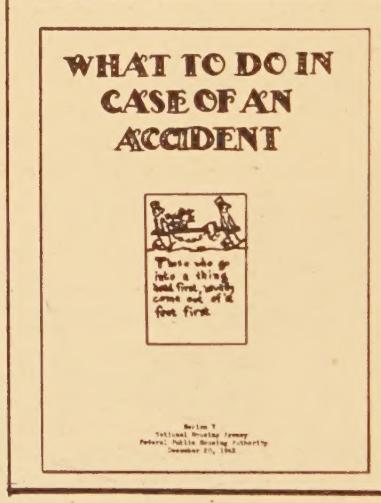
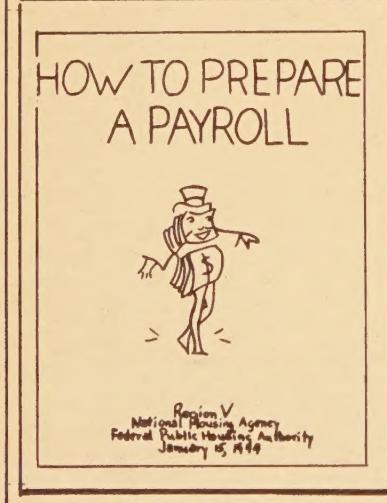
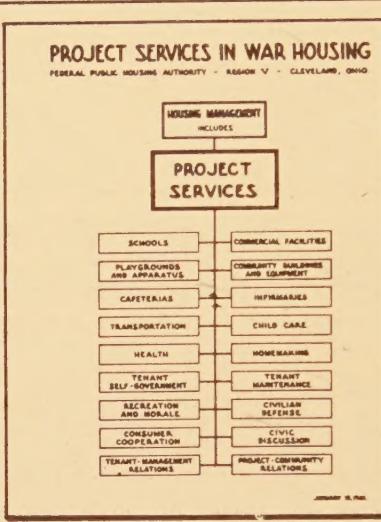
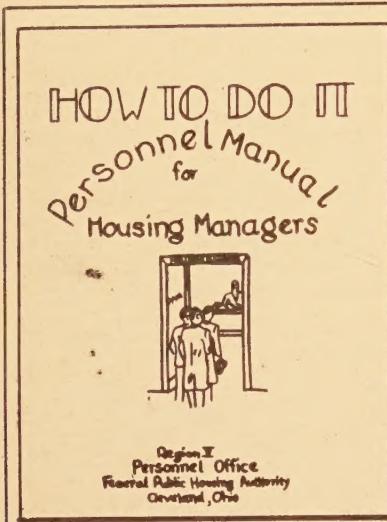
Discount If Job Satisfactory

"Then we put it up to the tenants in this way. That if they

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Mr. James D. Richardson, the Authority's Superintendent of Maintenance, says: "After making a survey of dormitory operations in other areas, these carts were designed and have shown a marked improvement over methods previously used, such as carrying the linens from room to room in paper cartons, etc. Steel linen carts are available, if proper priority can be obtained, the price ranging from \$50 to \$75. However, the linen carts which we are now using can be constructed for the small sum of \$10.30, which will be saved in labor cost within a period of thirty days. A minimum of critical material was used, consisting of one 28" piece of 3/8" steel for the axles."



FOUR MANUALS FOR MANAGERS

The Region V office of the Federal Public Housing Authority early this year published a series of manuals for managers of federally-operated war housing projects, four of which are as illustrated above and described below:

Personnel: "How to Do It; personnel manual for housing managers" -- an orderly summary of civil service procedures that must be completed to get management employees satisfactorily interviewed, classified, hired, furloughed, promoted, disciplined, paid . . . and fired.

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would apply for permission to paint their apartments, they would be asked to sign an agreement to do it under the conditions of the plan. They would not be permitted to paint the entire apartment unless the manager found their apartment was ready for painting and needed it badly enough. Further, they would not be given any discount in their rent for paint until the manager had inspected their job and found it passable. The result was that in one project, within five months, something like 44 tenants out of 188 had applied for and been granted permission to do their own painting.

"I have inspected a good many of these finished apartments myself and I was simply amazed, and our maintenance superintendent was convinced that the tenant could do a good painting job. Most of the jobs done by the tenants under these restrictions and under these instructions, compare very favorably with painting done by our own group of painters.

"The result in morale has been very good. The tenants consider the arrangement entirely in their favor, curiously enough, despite the fact that we realize a saving of 80% in the cost of our labor. We find this a completely justifiable program. We are going to save thousands of dollars in the painting program this year.

Attitude of Union Painters

"Union painters have become very annoyed at it but they can't complain right now because they can't furnish us painters. The whole program is justifying itself so well that I haven't any doubt we are going to continue it after the war too. If there is any craft that is going to be busy after the war, it is the painters. There is so much painting being delayed right now that there is going to be an enormous amount of painting to do immediately after the war. As the English law states: 'We move solemnly from precedent to precedent in the brotherhood of man.'"

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WASTE PAPER PICK-UP SYSTEM

Through the cooperative efforts of the Tenants' Association, the Civilian Defense Council, and the management office, a complete schedule of waste paper collection was recently organized at Clark-Howell and Techwood Homes in Atlanta. The system in action is pictured above and works something like this:

The Boy Scouts, Girl Scouts, and Junior Commandos work together. The community has been divided into four sections. The Boy Scouts assume responsibility for collections in two sections, the Junior Commandos in two. Residents of the sections are advised that on a certain fixed night every two weeks, beginning at a certain hour, the collectors will make their rounds. In case of rain, the collectors meet at the OCD office and decide on a substitute night during the same week. The paper so collected is taken to the OCD office, where the Girl Scouts receive it, bundle it into required size packages, and tie it for shipment.

The Record

In the first two weeks after the system went into action, the youngsters collected five truck-loads of newspapers, magazines, miscellaneous paper. The picture shown above was used in the Atlan-

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Project Services: "Project Services in War Housing" -- a definition of the responsibility of management, tenants, and local agencies in the provision of project services. Also, descriptions of eighteen phases of a project services program, the housing manager's responsibility in connection with each phase, and references for each to pertinent FPRA policy orders and other official releases.

Accidents: "What to Do in Case of an Accident" -- summary of compensation procedures to be followed for injured civil service employees. (The motto of the manual is: "Those who go into a thing head first, usually come out of it feet first.")

Payroll Preparation: "How to Prepare a Payroll" -- a step-by-step outline of procedures, including withholding tax computation, bond deductions, overtime pay, expense account classifications, leave, etc.

TESTING PAINT MATERIALS

by Harry H. Olson, Executive Director

Great Falls Housing Authority, Great Falls, Montana

It has been the policy of the Great Falls Housing Authority to follow quite a rigorous plan of testing those maintenance materials of which considerable quantities are used. Our reasons are the obvious ones of cutting down on costs of materials as well as of saving maintenance time. Some of the items we have tested are: floor wax, bib washers, garden hose, fertilizer, and paint. Because our paint test seems to have attracted the most interest, we submit the following review of our method.

We had quite a number of plaster-walled bedrooms and living rooms which had never been painted and which had been in use for over two years. The manpower shortage made it difficult to secure painters on a monthly basis who wanted to take the hazards of so much lead and oil painting on interiors. After consultation with our architect, we decided that the solution to our problems would be a one-coat resin-emulsion paint.

Paint Dealers Asked to Supply Gallon Samples

We wanted to get the best materials available and we wanted to purchase as economically as possible. Accordingly the following letter was drawn up, and sent to all of the larger paint suppliers of our city:

"This will confirm our phone conversation relative to bid requirements for a resin-emulsion paint.

"We are asking bidders to submit one-gallon samples in light ivory color for test use on one room.

"It is our purpose to compare washability, coverage, ease of application, and quantity price. Emphasis will be on washability. Wash test will not be made until after a minimum drying period of two weeks.

"Number of gallons to be purchased will approximate 700, divided amongst three colors.

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"If you have not sent your bid, may we ask that you do so on or before August 7, 1943?"

Instructions for Making Test

The maintenance superintendent was given the following instructions for the operation of the test:

1. Scope of Work: Attempt to arrive at the comparative values of paint samples submitted as to washability, coverage, and bid price.

2. Paint Test: (a) Remove labels from containers, number them, identify the cans with the matching numbers, and file numbered labels with office. (b) Select bedrooms of equal size and with similar number and size of openings for painting. (In our case, the third bedroom in three bedroom units, in which there is approximately 300 feet of painting surface, was recommended.) (c) Thoroughly mix each gallon of paint with exactly two quarts of water in the standard mixing pail. Be careful to avoid spillage. In painting, use mixing pail for container, and pour back into the properly numbered container the paint mix remaining after room has been painted. (d) Use same brush for application of each paint. (e) Allow paint to dry for at least two weeks. (f) Select an inconspicuous place behind a bed or dresser. Mark off an 18-inch square. Place thereon two standard 18" x 3/32" markings with grease pencil, using extreme care that these markings will be the same on all rooms to be checked. (g) Provide a charwoman with a sufficient quantity of recognized paint cleaner to be used on all marked areas. Direct her to continue washing until the markings have been removed. (h) Check all test squares for retentivity of painted surface with respect to color and coverage after the washing has been done. (i) On the highest ranking paint or paints, make comparisons with respect to price and to the quantity of paint remaining after the work was completed.

3. Comparison of Washability: Point value base of 100 will be assigned to paint which has greatest amount of material washed off and a 20-point increase to other grades in inverse proportion to wash-off.

4. Comparison of Coverage: Net weights of paint left in containers shall be computed after the standard room has been painted. A point value of 100 shall be assigned to room coverage. Eight points per pound of remaining paint shall be assigned as point value of coverage.

5. Results: On the basis of the above results, bid will be awarded to successful paint. In the event of a tie, an offer will be made to the tie-place paint sales companies to divide order.

Awarding the Order

At the close of the testing period a letter was sent to each of the bidding paint suppliers with the statement: "The following schedule is report of tabulated results of resin-emulsion gallon sample test as done by the staff of the Great Falls Housing Authority . . . Several of you indicated desire to see results, so they are being mailed

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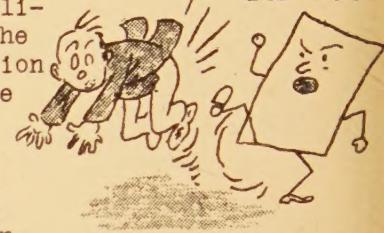
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ta Journal to illustrate a feature story on the outstanding job of waste paper collection that the housing communities are doing.

A Reminder

The tenant newspaper has publicized the collection schedule in its regular columns and, in addition,

*This guy forgot to save paper
DID YOU?*



tenants received a mimeographed sheet reminder of the schedule from the Tenants' Association. The sheet is illustrated as shown above.

100% CHECK METERING

Mr. Thomas F. Ryan, General Manager of the Buffalo Municipal Housing Authority, made the following statement last fall to a local housing authority conference in Region II (see page 19, "Program for Tenant Painting"):

"We in Buffalo have come to the conclusion that our electric cost in our projects is excessive due to the lack of complete check meter coverage. At the Kenfield Project where the original installation (1937-1938) was 40 check meters, we purchased in the early part of 1941, 618 additional check meters, thereby providing 100% coverage. The saving on our power billing and the charges to the tenants for excess KWH have paid for these meters costing \$5372.43 in 13 months.

"The billing from the power company from March 1, 1940 to March 1, 1941, during which time we had but 40 check meters, was \$18,922.92. The charges to tenants for excess usage during this period were but \$61.42, making a net cost for electricity during this period of \$18,861.50. For the period of March 1, 1941 to March 1, 1942, during which time 100% check meters were in operation, our power billing amounted to \$15,206.74, while our

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charges to tenants for excess usage amounted to \$933.53, making a net cost during this period of 14,273.21. From March 1, 1942 to March 1, 1943, our power billing amounted to \$16,032.73 and charges to tenants for excess usage were \$1,655.81.

\$9,072.87 Saving

"In short, we saved during a two-year period \$9,072.87 on an investment of \$5,372.43, the cost of our 618 additional check meters. As you can readily see from this experience at Kenfield, complete check metering is highly desirable and although during the present war emergency check meters or wiring may not be available, I think for future and existing housing the matter of 100% check metering is of such great import that it should be given every consideration by management."

Additional Facts to Consider

The discussion following Mr. Ryan's presentation brought out two points: (1) figures should be compiled on how much the check meter actually costs monthly; and (2) there are some states where check metering is prohibited beyond a certain percentage because managers then get into the category of resellers -- a point on which there should be an examination made of regulations and legal precedents.

The General Counsel of the Federal Public Housing Authority has expressed the opinion that dwelling-units may be diverted to project or community facility use without charging the initial construction cost or value thereof to the 3% community facility limitation of the Lanham Act.

However, the opinion is, any Lanham Act funds that may be used to convert space from dwelling to community facility use, as space for child care, would be required to be charged to the 3% limitation.

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to all of you." The results tabulated were as follows:

Paint Test No.	Price			Rating	Comparison Washability	Coverage Comparison		
	1 gal.	5 gal.	drum			Point Value	Remainder Lb.	Oz.
1	\$2.10			Fair	120	3	12	124
2	2.09	1.69		Good	140	4	9	137
3	1.90			Good	140	2	13	123
4	1.75			Good	140	3	14	131
5		1.74		Fair	120	4	5½	135
6	2.60			Poor	100	2	12½	122
7	2.02	1.94	1.69	Excellent	160	4	6½	135

Samples 2 and 7, were rated good and excellent, respectively, on wash on first inspection, and were closely identical on coverage and price. A second wash test was given and reported by a different person than the man who first reported. On fifty controlled pressure rub-washes, on a limited area, the second man reported 60% of paint No. 2 removed, as compared with 40% of sample No. 7.

Dupont's paint, called Speed Easy (No.7 on the test) was rated first. Montgomery Ward's Resintone was second. Our color selection was ivory, peach, and light blue. This selection was arrived at by a tenant poll. An interesting side light was the fact that, after paints had been purchased, very few tenants seemed to want the light blue and it looked like we were going to have an oversupply. It was decided that if tenants could see it, the demand would be greater. Accordingly, the walls of the community hall were finished in light blue. Result: four months after, our stock of blue was depleted, and after a number of urgent requests from tenants, we agreed to re-order.

The Costs

For those of you who are interested in unit painting costs on this basis, we should like to state that we hired a painter at the rate of \$175 per month on a 40 hour week.

Our cost computations at the time that 90 living rooms and 164 bedrooms had been painted showed an average labor cost per room of \$3.15. The living rooms comprised approximately 170 square feet and the bedrooms averaged 100 square feet in area. The living rooms were twice the size of the bedrooms on which the earlier testing had been done. The surface was rough plaster and the walls were 8' 3" in height. The usual number of openings were in each room.

Some trouble had been experienced in plaster crumbling near the steel casements. The painter was instructed to take care of the necessary repair at each of these points in the course of his painting. In order to provide a little better coverage and washability, the painter reduced the amount of water by about a pint per gallon.

The cost for materials for the average living and bedrooms was \$2.53, making a total cost of \$5.68 per average room.

HINTS TO THE HOUSING MANAGER

CLEANING WOOD-WORK, WALLS

► C. L. Rice, Resident Manager of Peary Place in Corpus Christi, writes: "Here is a suggestion for cleaning wood-work or flat wall surfaces which have resisted the tried and true method of good old soap and water. A clean cotton cloth dampened with a solution of Trisodium Phosphate and water will remove dirt and hand prints from walls, wood-work, baseboards, etc., and will, in many cases, save painting several rooms of an apartment which cannot be satisfactorily cleaned otherwise."

"On walls where mildew is a problem, mildew stains can be completely removed with this solution and the condition will not be likely to recur. Where extreme cases of mildew exist, the following procedure is suggested: clean the wall thoroughly, removing all stains, with the solution and then repaint the wall. In mixing the paint used for this purpose, add 2 ounces of Dowicide #3 (For Mildew Control), available from paint dealers or chemical firms, to each quart of paint thinner. Add this mixture to paint in quantities not to exceed one quart of thinner to each gallon of paint.

"Smoke discoloration caused from improperly adjusted gas heaters or cooking ranges, can be removed very effectively with Trisodium Phosphate after soap and water or other means have been tried with no good result.

"The solution contains one pound of TSP powder (technical use) to five gallons of water. The mixture can be used as long as it lasts, as dirt settles to the bottom and clean solution may be drawn off from the top and the solution will keep indefinitely. Its use in this section of the country has been found to cut cleaning time,

labor, and painting expense more than one-half.

WAR PRISONERS FOR MAINTENANCE STAFF

► At Maffitt Village (2962 units), a war housing community in Wilmington (North Carolina) ten German war prisoners have been engaged as a means of solving labor difficulties. Arrangements for their use were worked out with the Army prison camp, through the mediation of the local United States Employment office. The men are engaged in general cleanup work at the Village and are under Army guard. One of the prisoners serves as an interpreter. The management pays the government 45¢ an hour for the prisoners' services and the men draw 80¢ a day personally. The management reports that to date they have been very efficient.

COOPERATION WITH PROBLEM CHILDREN

► At Herman Gardens in Detroit a three-way plan of cooperation is used in dealing with problem children. Recently the City Board of Education has assigned one of the teachers at the Herman Gardens School to work with the families of such children. The management staff of the Gardens and the community's Director of Recreation have worked out a reciprocal arrangement with this teacher for sharing information on all cases of delinquent or troublesome children. It has been demonstrated that the same child or family that causes trouble to management is also invariably a problem to the school. On the basis of information gathered under this cooperative system, the Director of Recreation gives special attention to the children and families on which reports are received -- including visits to families and engaging the children in special athletic or social activities. It is reported that to date there has been

a noticeably favorable effect in tenant relations as a result of the scheme.

PART-TIME JOBS

► Also at Herman Gardens the management has been authorized to hire tenants for part-time work in emergencies; unloading coal, digging up sewers, cleaning vacated units, shoveling snow.

PRICE PANEL ASSISTANTS

► At East Hooks (Texas), a war housing community, OPA-trained volunteer workers call at neighborhood food stores, introduce themselves to the managers, hand out any OPA price regulations that the managers do not have, check with them on the prices of a dozen or so items, secure agreement that the correct prices will be applied. An important feature of the work is checking complaints that have been sent to the panel on overcharges. The workers also check to see that ceiling and selling prices on all items are posted. Each assistant has a list of stores on which to call each month.

TENANT SURVEY FOR COMPLAINTS ON PROJECT FACILITIES

► At Victoria Courts in San Antonio the Tenants' Association circulated a questionnaire to get tenants' reactions to living at the Courts and then discussed the findings at a series of Association meetings. According to an initial report, chief ills of the Courts were found to be: (1) poor garbage removal; (2) need of curfew for children; (3) restraint of dogs. Following group discussion of the complaints, the President of the Tenants' Association named committees to work on the points of criticism.

SEWING MACHINES FOR TENANTS

► The Housing Authority of the City of Vancouver (Washington) recently purchased 20 portable sewing machines for use by the tenants at six projects.